



Digital marketing in relation to business factors in small and mid-sized companies in Finland

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DEGREE THESIS	
Arcada	
Degree Programme:	BBA International Business
Identification number:	4964
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Title:	Digital marketing in relation to business factors in small and mid-sized companies in Finland
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Commissioned by:	
<p>Abstract:</p> <p>This research takes look at how small and mid-sized companies in Finland use digital media resources to promote their business and products. It investigates the use of different marketing methods and how those businesses make use the available tools with regards to the company size, annual revenue and other significant parameters. Since small and mid-sized companies have some of the greatest problems to represent themselves online because of limited resources, it is therefore the idea for this research to clarify what type of company is effected the most. It is also to investigate in what areas there would be need for improvement. An inquiry has been conducted where managers and business owners were asked how their company is represented online. While in some business areas digital marketing strategies are already in place, more traditional companies still have not been able to catch up with the trend and the technology. It is therefore important to point out how theses gabs can be resolved and how entrepreneurs will be able to understand and to confront these issues in order to sustain competitiveness on a local as well as global market.</p>	
Keywords:	Digital Marketing, Online marketing, Content Marketing, Social Network Marketing, Email marketing
Number of pages:	47
Language:	English
Date of acceptance:	

CONTENTS

1	INTRODUCTION	1
1.1	CONVENTIONAL MARKETING VS DIGITAL MARKETING	2
2	STATEMENT OF PROBLEM	4
2.1	EXISTING RESEARCH	5
2.1.1	<i>Divia Barometer 2014</i>	<i>5</i>
2.1.2	<i>Dimark Report.....</i>	<i>5</i>
2.1.3	<i>Other resources.....</i>	<i>7</i>
2.2	TERMINOLOGY.....	8
2.2.1	<i>Digital Media</i>	<i>8</i>
2.2.2	<i>Content marketing</i>	<i>8</i>
2.2.3	<i>Blogging.....</i>	<i>9</i>
2.2.4	<i>Social media marketing</i>	<i>9</i>
2.2.5	<i>Email marketing.....</i>	<i>9</i>
2.2.5.1	Spread 'n spray	10
2.2.5.2	Targeted emailing	10
3	THEORETICAL FRAMEWORK	11
4	METHOD OF RESEARCH	12
4.1	RESEARCH QUESTIONS.....	13
4.2	LIMITATIONS	13
5	RESEARCH DESIGN.....	15
5.1	MATERIAL	15
5.2	APPROACH.....	15
5.3	DATA COLLECTION	15
5.4	DATA ANALYSIS.....	15
5.5	DATA INTERPRETATION.....	16
6	DATA RECEIVED	17
6.1	BASIC STATISTICS.....	17
6.2	TRADITIONAL SALES METHODS VS ECOMMERCE	20
6.2.1	<i>Company size</i>	<i>20</i>
6.2.2	<i>Annual Revenue</i>	<i>21</i>
6.3	ONLINE MARKETING VS ADVERTISING	23
6.3.1	<i>Company size</i>	<i>24</i>
6.3.2	<i>Annual Revenue</i>	<i>25</i>

6.4	DIGITAL MEDIA MIX	28
6.5	EMAIL MARKETING	29
7	RESULTS	32
8	DISCUSSION.....	35
9	CONCLUSION	37
10	REFERENCES	38

Tables

TABLE 1: BASIC STATISTICS - ANNUAL REVENUE	18
TABLE 2: BASIC STATISTICS - ADVERTISING CHANNELS	19
TABLE 3: SALES ACTIVITIES OF COMPANIES WITH 2-10 MILLION EURO REVENUE	22
TABLE 5: SALES ACTIVITIES OF COMPANIES WITH OVER 10MILLION EURO REVENUE	23
TABLE 6: COMPARISON OF MEDIA TO REVENUE	27

Figures

FIGURE 1: DIGITAL MEDIA IN SMES	7
FIGURE 2: AGE DISTRIBUTION OF SOCIAL MEDIA USERS IN COMPANIES	7
FIGURE 3: BASIC STATISTICS - COMPANY SIZE	17
FIGURE 4: BASIC STATISTICS - BUSINESS TYPE	18
FIGURE 5: BASIC STATISTIC - SALES CHANNELS	19
FIGURE 6: BASIC STATISTICS - ONLINE CHANNELS	20
FIGURE 7: TRADITIONAL SALES - COMPANY SIZE	21
FIGURE 8: TRADITIONAL SALES - ANNUAL REVENUE	22
FIGURE 9: TRADITIONAL SALES - COMPANIES WITH A SALES FORCE AND REVENUE BETWEEN 2 AND 10 MILLION EURO	23
FIGURE 10: COMPANY SIZE	24
FIGURE 11: ONLINE MARKETING - RELATION TO COMPANIES PARTICIPATED	25
FIGURE 12: ONLINE MARKETING - COMPANY SIZE	25
FIGURE 13: ONLINE MARKETING - COMPARISON OF ANNUAL REVENUE	26
FIGURE 14: ONLINE MARKETING - COMPARISON OF COMPANY SIZE	27
FIGURE 15: ONLINE MARKETING - COMPANY SIZE DISTRIBUTION FOR REVENUE CLASS OF 2-10 MILLION EURO	27
FIGURE 16: REVENUE DISTRIBUTION OF COMPANIES WITH ANY TYPE OF ONLINE MEDIA ACTIVITY	28
FIGURE 17: SIZE DISTRIBUTION OF COMPANIES WITH ANY TYPE OF ONLINE MEDIA ACTIVITY	28
FIGURE 18: CUMULATIVE DISTRIBUTION OF ONLINE ACTIVITIES	29
FIGURE 19: EMAIL MARKETING - COMPANY SIZE	30
FIGURE 20: EMAIL MARKETING - BUSINESS TYPE	30
FIGURE 21: EMAIL MARKETING - REVENUE DISTRIBUTION	30
FIGURE 22: EMAIL MARKETING - ONLINE DISTRIBUTION	31
FIGURE 23: DECLINE OF PRINT MEDIA TOWARDS DIGITAL MEDIA	33

FOREWORD

Over the past 20 years I have been working for and with small and mid-sized companies of various line of businesses. I conducted projects for companies in cooperation with governmental organizations such as local business developments centers, KETEK, and the University of Jyväskylä's Business center Chydenius Institute in Kokkola.

I made the one common observation that for most of the companies, it is a major challenge to cope with the development of marketing methods and the technology.

The biggest problem all business owners have, is the struggle with is the unknown, the difficulty to measure results in a short period, and building an internal business culture that supports a long term commitment.

From 2005 until 2012 I was managing an online marketing strategy for the Finnish company Nymix, which was run by three people. It started off as an experiment to build the first e-commerce store for packaging materials with a digital marketing strategy that contained a marketing mix based on email and content marketing. Nymix' revenue grew from 60 thousand Euro annually to 750 thousand Euro, within 5 years.

This proves, that in a small company with traditional products, there is a possibility to make use of online resources to attract customers in the B2C as well as B2B sector. This inspired me to have a closer look at how the various aspects of a typical (Finnish) company interacts with the marketing methods it uses. Taking into consideration that many digital marketing tools are either free of charge or inexpensive, it raises the question as to what the barriers are for business owners not to make use of it.

Based on the experience I have in working with SMEs and the keen interest to provide easier access to solutions, I started researching the various factors affecting the abilities for a successful digital marketing solution. To support this research, I created a blog (still in process) (Schelling, 2014) that will provide resources and solution based on my findings.

Axel Schelling

Helsinki, December 2014

1 INTRODUCTION

Every year at the beginning of February, the world is having all eyes on the greatest sports event of the year in the US: The Super Bowl. With an average of only about 11 min actual playtime per game, this event draws attention to hundreds of millions of spectators all around the world. Not only for sports fans but also marketers and advertisers wait to see what type of advertisement money can buy, the artistic and technical approaches, which ever so often are indicators on how advertisement and marketing will develop in the coming year.

When showcasing marketing strategies, global corporations are not shy to showing off their potentials. Where global companies indulge in big budget marketing campaigns, small and mid-sized companies struggle.

Finnish companies are not doing well in marketing their products and services using digital marketing. Reasons are mainly the lack of financial resources but also personnel issues. The bigger problem however is the lack of commitment and planning. (Kauppalehti, 2012)

SMEs are facing growing number of challenges with more foreign companies entering the Finnish market. To stay competitive they too need to explore not only global markets but also challenge themselves to keep their local market share.

A well designed digital marketing mix strategy is a proven and cost effective concept that enables small companies to battle those challenges and develop a stable growth, without oversized budgets. Especially for companies with e-commerce, this concept supports the company's structure and makes use of the available financial and personnel resources.

Various institutions and organizations have done some research on the subject of digital marketing. The University of Eastern Finland in Joensuu undertook a three year study with the result of creating "Markos", which is short for "Knowledge in Marketing" (University of Eastern Finland, 2013). It is a tool for small and mid-sized enterprises (SMEs) to help develop their own marketing skills and find help to stay competitive. With "Markidea" - ideas for marketing (Markos, no date), a group of several organizations, including the Eastern University of Finland, have created a set of tools and courses to help SMEs in the region. The tools provided however are not an original set of ideas but links to other publications.

Another and more significant research has been done by the University of Jyväskylä in 2012, where some 400 companies answered question on their online behaviour and skills. This research refers to what companies use online marketing methods for. The results show, the use of digital marketing methods are poorly implemented for various reasons.

These types of marketing research and enhancement projects have been done with financial support by the EU all over Finland and by various organizations. The results helped to create training and courses for entrepreneurs on the subject. While the basic idea is good and would make sense, most entrepreneurs do not have the possibility to gain from these activities, since it does not solve issues with the problem of a marketing budget and personnel. Teaching an entrepreneur to update his / her own website might be fun but does not help nor save money, on the long run.

Most companies struggle with online marketing and for many already the concept of it causes major headaches. This does call for answers as to how familiar entrepreneurs are with the technology, availability, affordability, and implementation. The tools are available and are often free or very affordable. Why is it that companies are still not able to make use of them?

While many of the previously mentioned types of researches provide some inside view, they do however not point out in detail the missing link: How much is the entrepreneur aware of the available technology and affordability and what it demands to build a strategy that is sustainable, affordable, and most of all answers the demands to stay competitive on the local market.

1.1 Conventional marketing vs digital marketing

While conventional marketing such as print, radio and TV still have their place, SMEs can make use of digital marketing without the financial risks. Since a digital marketing strategy can address a larger audience, the impact however is not the same like a TV-ad, a print in the local newspaper or a radio jingle. On the other side, SMEs are less to invest in radio or TV campaigns but rely more on print to advertise and promote their products, despite that TV advertisement is not anymore as expensive as it used to be. The biggest investment however are production cost that can be higher than broadcasting.

Depending on the business, if the customers are the general public, print is still the first choice for advertising. If the business deals with B2B sales, most efforts in marketing in traditional companies are focused on what the sales force can do with brochures.

While in 2009 some 76% of all Finnish company's had a website, in 2013 94% of all businesses had an online page (Statistics Finland, 16.11.2013)

Now, this does not count as a digital marketing method but is more a static presence, an electronic billboard.

Digital marketing is far more versatile and at the same time more demanding compared to traditional marketing strategies. They too demand consistency and commitment. Like any marketing strategy, digital marketing demands that all involved, have a clear understanding of what the goals are, what will be done and how things will have to be achieved.

There is often the misconception, that online advertising will bring quick and big results. Fact is that in digital marketing results are difficult to measure, take time and need to be well strategized and executed just as in traditional marketing. The reason being, that while access and speed are greater and faster, the competition is vast, creative, and competitive as well.

The advantage however is that on the local market it is rather easy to determine the competition, analyse their behaviour and react accordingly. Key is to stay ahead and in the game. That is one of the issues more traditional companies are struggling with.

2 STATEMENT OF PROBLEM

With digital marketing, in its various and growing forms, entrepreneurs come across of a number of buzz-words and often it is difficult to make sense of not only terminology but also the possibilities. Since the subject is rather new, most research and literature available deals with the meaning of digital media, possibilities and trends.

The research is to address issues small and mid-sized enterprises encounter and struggle most with. The results are not intended for professional marketers but aims to give non-professionals an overview of the current stage in Finland and give business owners a possibility to identify themselves with.

While there are plenty of companies and agencies offering advertising and marketing services, the entrepreneurs often do not understand the purpose of various online strategies, the language and terminology, possibilities and limitations, and are often not able to define themselves, what their goals are or what it is they need. This is also within the findings of the Dimark report as earlier mentioned (Mikä Dimark, no date). The lack of personnel and financial resources forces often entrepreneurs into accepting what is offered to them just to satisfy the argument that something needs to be done.

The more conservative and traditional the business, the more the challenges for the entrepreneurs. The results are expected to provide an inside view on how active digital marketing is used.

Unlike the Dimark Report, this report is not trying to evaluate the individual skillset of the businesses but the actual online presence rate and will link various parameters of the research to one another.

The aim of this research is to seek answers as if a business's various online activities is connected to company size, type of business, and annual revenue. How, if at all, are these factors related to one another and is there a patterns visible?

When analysing the data, the various sales channels can be compared with online marketing strategies in order to see if and how companies use digital marketing to support traditional sales efforts. It is of interest to investigate the connection of digital marketing methods to sales methods depending on the size and revenue of the companies.

By linking these elements (sales, marketing, company size, and revenue), the study looks to find information on what online efforts are made use of and how they have an impact on the different business sectors such as service based or production based.

This research however does only focus on two customer types: Business to business (B2B) and business to consumer (B2C). The public sector was eliminated because most companies that are focusing on the B2B sector also serve the public sector such as government organisations or municipalities. Business that provide services only for the public sector have a different sales approach and most have according to Finnish law a sort of service contract with the authority they provide service for. For that reason this selection is not relevant to this research.

2.1 Existing research

2.1.1 Divia Barometer 2014

The Divia Barometer done by Aalto University is an annual research that also aims to investigate trends in digital marketing strategies. The research done since 2005 takes a look at the use of various digital marketing channels and their activities. The barometer examines popularity of social media channels and how the interest has increased to previous years. The 2014 research showed that B2C digital marketing is more dominant compared to B2B digital channels.

A major difference to this research is that the Divia research does not differentiate on business size but focuses on the technical sight of digital marketing.

The Divia Barometer therefore has a look at developing trends and technologies but does not build a relation between different elements of the research. Another factor is that the research is answered by some 300 marketing decision makers (Divia Barometer, 2014)

2.1.2 Dimark Report

The Dimark report is one of the most comprehensive researches done that examines digital marketing in SME. The Dimark - Digital Marketing of Finnish mid-sized companies, ((Hakola, Lipiäinen and Karjaluoto, no date) was conducted by the Jyväskylä University in cooperation with several major organizations and funded by the EU. The research studied how Finnish SMEs are making use of digital marketing and how they see the future of digital marketing.

The research had a sample of 467 responses that would be equal to 11% of asked participants. The report has a detailed look at the participant's evaluation of their own skills and how they make use of their skills. The Dimark report looks at what the participants are using online methods for.

According to the study, the size of the company is irrelevant as to how much a company spends on digital marketing. This is based on studying companies that have either 1-2 or 3 and more employees. According to the definition of the Federation of Finnish Enterprises (Yrittäjyys Suomessa 2014), all companies under 10 employees are considered micro companies. That means that according to the Dimark report 28% of the companies spend 41% of their marketing budget on digital media. This study on the other hand will consider size of a company since personnel resources are as much to consider as financial resources.

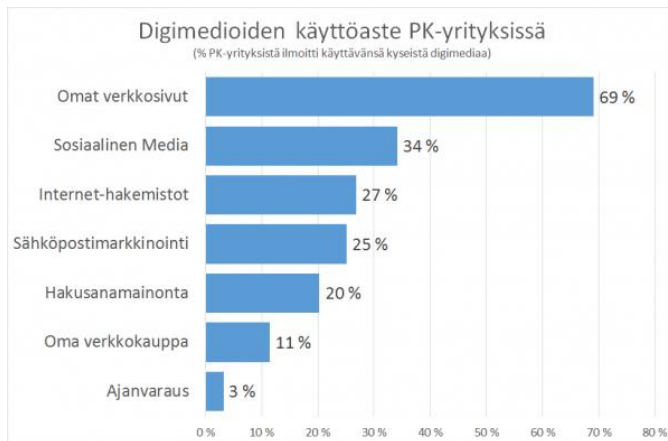
The Dimark research shows what online resources are used for, such as for information, brand building, recruitment or increasing sales to existing customers, just to mention a view.

This research does not consider these elements as important since it focuses on the general ability to build an online presence and make use of digital marketing methods in the first place, considering the media has to be manageable and within the resources of the business.

While the Dimark research is detailed, it lacks however a realistic approach. In one section it was asked about the use of various digital marketing methods. Amongst the options given where SEO methods (Search Engine Optimization) or mobile website and mobile services. SEO is can never be part of a strategy since it is a technical modification and streamlining of online services to meet the demands of continuously changing logarithm of search engines such as Yahoo, Bing or Google. While a mobile website can be part of a strategy, it is more a technical issue rather than a marketing approach. Therefore the results are inaccurate.

2.1.3 Other resources

Figure 1: Digital Media in SMEs



The Finnish business registry company Fonecta Oy conducted a research (Kallionen, 2013) of how Finnish companies make use of Social media. This was part of a questionnaire on how companies are presented online. The results showed that 69% of the participants are represented online through a website (Figure 1: Digital media in SMEs) while 34% also use social media. Online listings are mentioned as third option, which at this point seems conflicting because most companies that have a website, sooner or later are automatically listed by online business registries. Their core business is selling than a more effective visibility when customers are on their site. This however is not a part of marketing and does therefore not have any relevance.

Figure 2: Age distribution of Social Media users in companies



Of more interest is the result on how age of decision makers are affecting the presence in social media. The results (Figure 2: Age distribution of Social media users in companies) are not at all surprising. It shows that over 50% of the under decision makers under the age of 24, are

using social media as a part of the business's marketing strategy. These results are to be expected, given the fact that the younger generation of under 24 has a different understanding of the possibilities because they grew up with the technology.

2.2 Terminology

With the access to a new and fast access to deploy a company and product information, there comes a new language and the need for a common language. The terminology in the IT field is known of being complicated and geek oriented. Here would be a list of the key-terms that anyone being interested in marketing would be confronted

2.2.1 Digital Media

Digital media is the general term for information being stored in electronic form. Unlike analogue media like print, digital information can be word, picture, film, and voice and can be stored easily in various places and distributed and multiplied as needed.

Because digital media is electronically stored and distributed, it can be used not only for informative purposes but also function as a two way media, provide interactivity and can react to pre-defined parameters (weather, viewer's sex, hair colour, products, geographic etc.) and make it therefore a powerful and versatile tool to react fast to changes and demands for information and marketing needs.

2.2.2 Content marketing

Content marketing is sharing of more personal information, expertise, knowledge or other related information by means of story-telling or other less direct understood marketing means. On a closer look, content marketing is creating a story, emotions and building a relation to the reader or viewer. It can be in various forms but the general goal is to create material that attracts the audience and makes them relate to the content. The idea is to get the viewer not to focus on a single product only. It is a tool often used for brand building and can be a method to get the audience contribute to the content, therefore creating interaction between the customer and the company. A good example would be the use of social media to animate audience to provide personal experiences or stories that provide an entertainment value but also help the company to develop products or services.

2.2.3 Blogging

Blogging is one of the trendiest forms of creating online content in either text or picture or a mixture of it. Blogs are like online magazines. It is a free and easy tool to promote products or companies and the main tool used in content marketing. While bloggers originally just wanted to share their personal story, it has become a tool to measure product interest, promote brands and services through third-parties. Professional bloggers earn good money by promoting products and brands providing “independent” expert opinions, while in fact they are paid by the company, whose product or service they promote.

2.2.4 Social media marketing

With the rising popularity of Facebook, Twitter, Google+, LinkedIn and other social sites, where people are interacting in public, marketing has gained a new form of approach. Social media marketing allows targeting the audience not only geographically but also according to age, sex, and most important behaviour and interests. This makes it possible to offer the right product at the right time to the right people. The Australian social media marketing guru Jeff Bullas pointed out that one of the major challenges is to make money out of social media marketing. (Jeff Bullas, jeffbullas.com). One of the reasons is that people in a social environment are not as easily attracted to advertisement. Yet with mobile technology evolving, social media makes it possible to develop new methods of making use of customers being constantly connected. This does not only have an effect on how products are being marketed but also mobile service and phone companies have changed their strategy to provide easier and faster access to online services. A complete new industry emerged of this new and fast growing trend.

2.2.5 Email marketing

Email marketing still today is a powerful tool to promote products, if done right. While with spam control and stricter regulations this type of marketing has lost some appeal, yet it is still one of the easiest and more popular tools. Unsolicited email (so the formal term) means that the email is send to the receiver without their permission or knowledge.

Overall, email marketing is technically challenging and demands a great deal of understanding of the practices and legalities. There are other issues, concerning online and service providers that can make it rather difficult. In the end, email marketing is a tool that demands more skills

than any other form of online marketing. In email marketing there are two distinctive ways how it is approached:

2.2.5.1 Spread 'n spray

This is the collecting of email addresses or harvesting emails and sending out mass mails where the target audience is not necessary, or more loosely, defined. Mostly it is considered as spamming and within the EU (with exception Finland) illegal. It is a grey area in Finland and while it is less common, there are companies that practice that kind of marketing successfully. Online services still provide email addresses (Fonecta as being the leading online registry company in Finland) of companies. Some companies also sell email addresses for marketing purposes.

2.2.5.2 Targeted emailing

This applies more commonly to newsletter and the type of email where the audience is considered as a potential customer and the recipient has given permission to receive the email. Targeted email is not only to known recipients but in most cases it is the safest way.

3 THEORETICAL FRAMEWORK

Online marketing is a rather new way of promoting products and services and has been around for less than 20 years. Over the past 10 years, a new industry has started growing, that offers services to companies by helping them sell and inform customers about their products. However, the internet being a global market place, it has been limited to companies that have a global market presence since limiting advertisement to specific customer segments has only been possible according to geography.

With the rise of social media, it has become more popular to access customers with more detailed parameters. This means that it is easier to target future customers more precise considering age, sex, interests, activities etc. This makes advertisement more cost effective as for example implemented in Facebook and Twitter.

Another important factor is the behaviour of people in the internet that has changed over the years into spending more time online and searching and reading detailed information on the web, at the same time also contributing to content online. One popular method of contribution is online blogging. The advantage of blogging is that the reader can relate more to the content than to simple fact based information. This, in term, created the content marketing strategy which is based on selling the reader information not as facts but as a story.

According to InsideView (InsideView.com, 2012), companies that have a blog, have 67% more leads than those, who do not blog. The numbers for Twitter and LinkedIn as well as for Facebook are similar positive and show a trend in how to get people's attention.

The question would be as to how many SMEs are able and willing to make an effort and break into the social media boom? How familiar are Finnish entrepreneurs with the social media environment? The question would be more addressed to the typical SME that is not on the hype-IT or application business, but those companies that provide products and services directed to the Finnish market.

4 METHOD OF RESEARCH

For this research the exact same tools are used, that help entrepreneurs to promote their business. Some 10 000 companies are to receive an invitation to participate in the research (Appendix 2: Invitation to survey, page 45). At the same time also social media like Facebook, Twitter and LinkedIn will be used to invite entrepreneurs to take part.

The quantitative method for this research offers several advantages over a qualitative one. While a qualitative would provide a more detailed insight to a company's marketing process, the idea is to get a broader spectrum how business are using digital marketing. The focus is on analysing various groups and dividing the data in section such as company size, annual revenue, sales channel etc. Because quantitative data is rich in volume, it helps to generalise the information received and allows a systematic approach to compare the data. This naturally would limit the variety of options since the survey should not be excessively long, but by focusing on the most common issues, the quantitative research helps to pin-point on key issues.

To get as many responses as possible, the survey is not be too complicated and long, in order to make answering easy and fast. The participation should be with little barriers and focusing on simple issues that would still provide a clear picture and structure. The survey cannot contain any analytical questions or ask the participant to make assumptions but only to give options to choose from or multiple answers. This helps to categorize the data in various sections and help to identify a pattern of online behaviour that again can be compared with other significant variables.

The research itself is a simple online form with four section and four to six questions. Answering will not take more than 5 min. The free Google Forms tool is being used to help participants to answer the survey online while the answers are collected on a spreadsheet in real-time. The questionnaire itself is a two part survey. The raw data can afterwards be used in various software, mainly using Microsoft Excel and SPSS of analytical purposes.

To contact the participants, companies received an email with an invitation to participate. The participation was anonymous. The raw data contains a data stamp but no collection of IP addresses. In the invitation was also given the option to receive the results of the survey. The participant would request the results separately via email.

4.1 Research questions

The main focus is to find what marketing strategies are in use and what how companies implement their strategies. For a deeper understanding, this research will have a look at online channels used, how they support what type of sales channel and what effect does it have on the company size and annual revenue. In respect to traditional sales channels, this research will investigate the link between sales channels and how they are interacting with advertising and online presence. Basically this research tries to compare various important company factors and see how they are interacting.

The following questions are to build the base for the research:

1) Questions regarding the company

- a) company size (nr of employers)
- b) field of business
- c) annual revenue
- d) annual marketing budget (estimate)
- e) B2B or B2C

2) Method of sales

- a) ecommerce
- b) shop or store
- c) teleshopping
- d) telephone sales
- e) sales force
- f) no active sale at all

3) Method of marketing

- a) newspaper
- b) taxi advertisement
- c) online banner advertisement
- d) google AdSense
- e) email marketing
- f) other

4) Online presence

- a) website
- b) blog
- c) YouTube page
- d) LinkedIn
- e) Twitter
- f) Facebook
- g) Google +
- h) other

4.2 Limitations

The research cannot show the activities companies have online, the density of those activities and to whom they are addressed. Also the research cannot prove success of the online presence and if the used strategy is successful and how the company benefits from its activity. It does not consider functions such as customer activation and how the chosen methods are implemented.

The result of the research cannot give any indication on what would be a suitable online marketing strategy or presence and also cannot provide information, if a company has to make changes or if the online presence is at all of advantage for a company.

The lack of detailed information on budgets for advertising and marketing are a drawback on this research. The questionnaire did not provide data that would have been useable. While the participants could give information on marketing budget, the results lacked detail and accuracy and had therefor to be ignored.

Digital marketing has over the past years gained also more varieties with the steady growth of mobile devices. This research is not taking them into consideration because mobile technology as a digital marketing tool has not yet the same level of interest especially for small business.

5 RESEARCH DESIGN

5.1 Material

The research is based on a questionnaire that will target managing directors and managers of SMEs in Finland. The companies to receive an invitation are based on the database provided by Fonecta (B2B Kohdistamiskone, 2014).

All companies are limited companies and are registered in the joint information system of the Finnish Patent and Registration Office and Tax Administration.

5.2 Approach

There will be an invitation to answer the questionnaire sent to some 10 000 entrepreneurs by email (see Appendix 2: Invitation to survey, page XX) . The answers will be collected using Google Forms. The participant can with simple choose the right answer from multiple choices. This is to make the form easy and fast to answer.

As an option, the participants can send a request to receive the results of the research. The data received will be anonymous (see also chapter 3: Method of Research, page 16)

5.3 Data collection

Using Google Form to collect data, the received answers can be immediately viewed on Excel and give an overview of the basic information. All variables are static. There will be a quick overview of how many companies have participated and which company size is represented in the answers.

There will be a fast overview of how many companies are using which online tools for their purposes and how many companies are familiar with different online sites to promoter their business with. Further analysis will be done using SPSS software.

5.4 Data analysis

In order to get a more detailed answer as to how the companies are using online marketing tools, the data will be analysed comparing the company size with the different online marketing tools such as blogging or Facebook and cross reference them with the size of the business and

used sales tool. The research should provide an answer on what size company with a sales force also uses Facebook to promote sales, what size company is having a store but also active in twitter and blogging?

By cross referencing the information, the result will be a view of how the size of the business has an impact on the used sale- and marketing activities. SPSS software will be used for detailed analysis and data-extraction.

5.5 Data interpretation

By comparing sales methods, company size, online presence and online marketing strategy, the research is to show the relevance in using available resources in respect to the field of business. The research should show that the more traditional the field business, the less the online activities. Further it is expected to see a trend in companies having a physical store to be more present in the social media but less active in using a digital media mix.

6 DATA RECEIVED

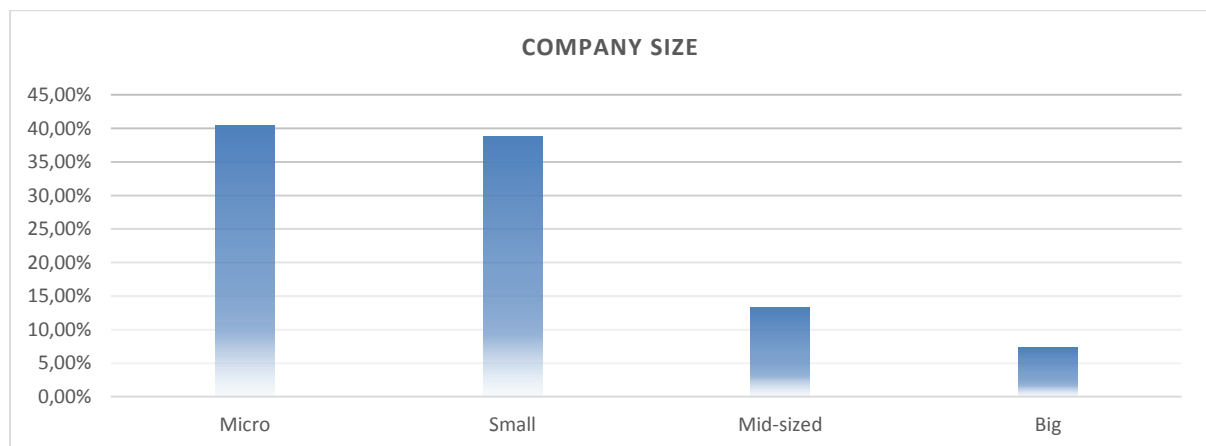
Some 10.000 companies have been approached to participate in answering question as how they are using digital marketing methods. Over 1300 companies have replied and the overall response rate is 13.48%, which is within the average of 10-15% according to SureveyGizmo (Sacks, 2010). With a population size of 10000, a confidence level of 95% and a margin error of 3% the calculated sample size would be 965 (Survey sample size calculator, no date). After removing errors, the total response is 1342 answers. The data was collected between August and October 2014.

6.1 Basic statistics

Overall 1348 answers were received and the count of valid answers was 1342. Of all answers 40.5% belong to the group of Micro companies. The size of companies are grouped as following:

- Micro company1-5 employees
- Small company6-50 employees
- Mid-sized company51-250 employees
- Big company over 250 employees

Figure 3: Basic Statistics - Company size

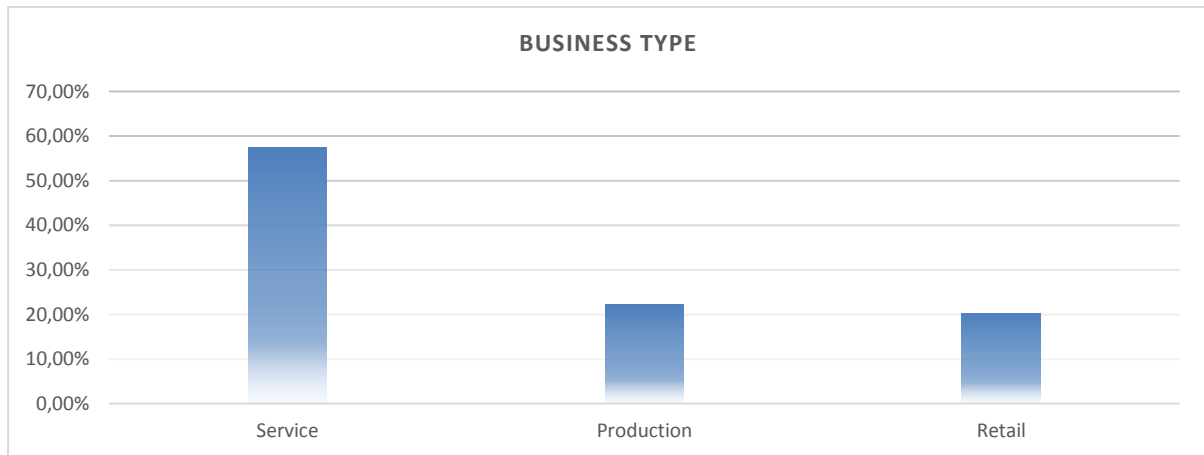


The results differ from the official overall statistics as represented by the Federation of Finnish Enterprises (Yrittäjyys Suomessa, 2014). The reason is that the companies approached based on the B2B company-listing by Fonecta (B2B Kohdistamiskone, 2014) were chosen to be small-and mid-sized company. A straight comparison to the overall statistics is irrelevant.

Off all participants, 57.4% offer services in comparison to production companies with 22.3% and Retail, 20.3% respectively (see figure: Basic statistics – Business type). The survey did not

go into details of what type of services, production or form of retail the company provides. Within the service sector are itself many various possibilities and to consider those aspect would have set the survey's idea off course.

Figure 4: Basic statistics - Business type



Important was to see what type of customers are addressed. The majority of the companies that answer, 62.6%, are providing services or product to businesses only, while 22.7% serve companies and consumers. Only 14.8% have only consumers as customers. As mentioned before, the public sector was not part of this research and is not been considered of importance. This does not mean that either of the business does not provide services or products for the public sector.

Looking at the annual revenue, the majority of business are have an annual sales off under 200thousand EUR. This meets the statistic of company size. The distribution of annual revenue is as the shown on the table below (table 1: Basic statistics – Annual revenue). As can be seen that despite the majority of the participants being micro and small businesses, 12.5% of those have an annual revenue of more than 20mio Euro.

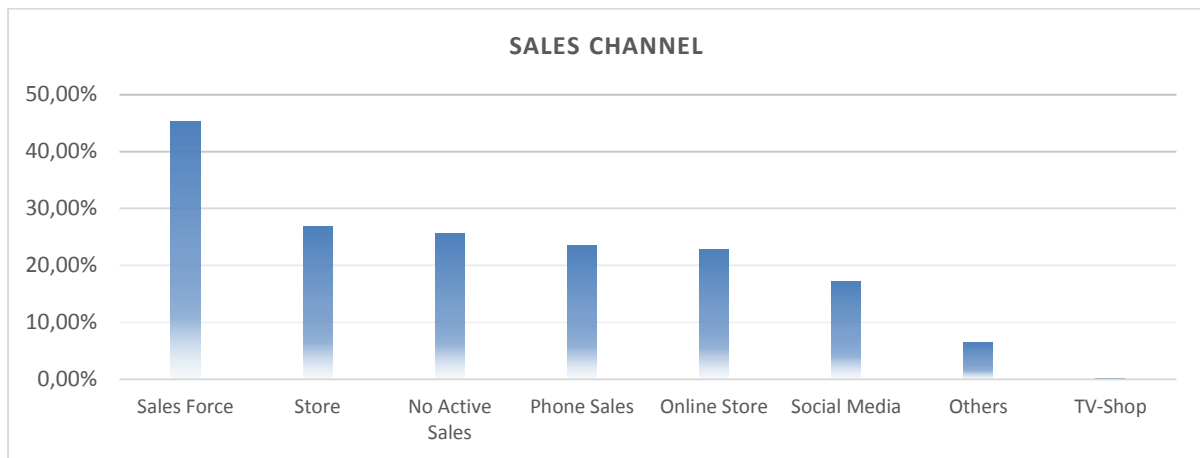
Table 1: Basic statistics - Annual revenue

	Frequency	Percent
1 - 199 999 EUR	309	23,0
2 000 000 - 9 999 999 EUR	289	21,5
400 000 - 999 999 EUR	209	15,6
Over 20 000 000 EUR	168	12,5
200 000 - 399 999 EUR	141	10,5
1 000 000 - 1 999 999 EUR	136	10,1
10 000 000 - 19 999 999 EUR	89	6,6
Total	1342	100,0

In terms of sales channels, advertising channels and online presence, the companies that answered showed that traditional methods in general are still preferred over digital ones. Sales Forces (sales people) are the most used sales method at 27%, followed by sales through stores.

These results match the answers for advertisement channels in print media being still the first choice in advertising.

Figure 5: Basic statistic - Sales channels



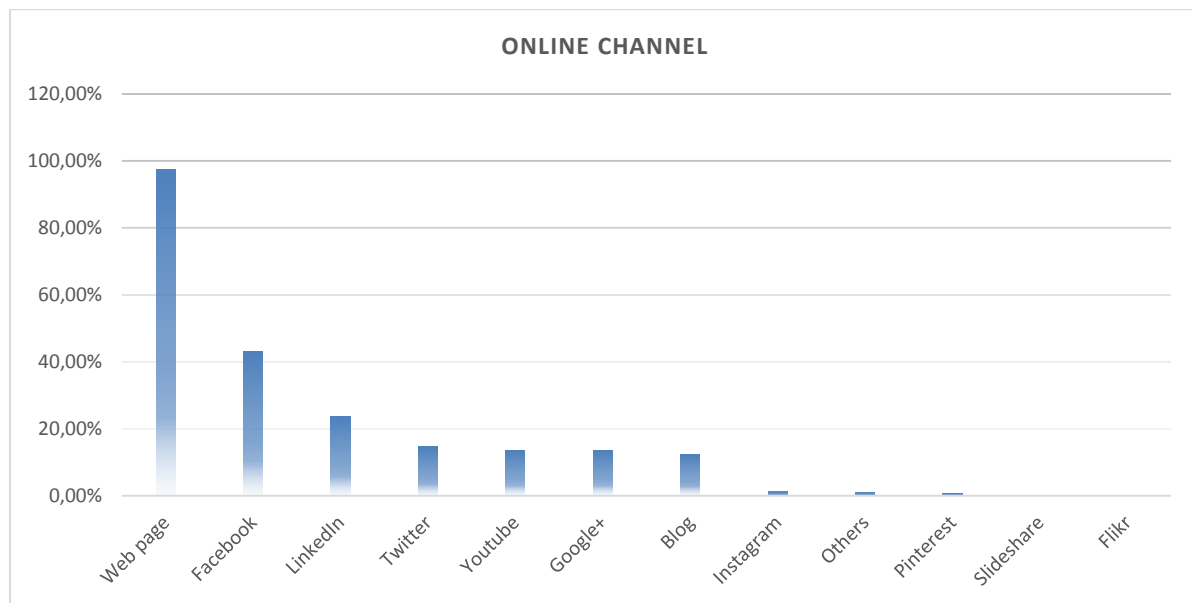
No active sales is still a traditional form of “passive sales” by receiving invitation for tenders or request for quotation. That is usual used for service companies that offer for example electrical installation. It is common to compete on public tenders and those companies compete on price levels.

Table 2: Basic statistics - Advertising Channels

	Frequency	Percent
Print Media	558	25,1%
Email marketing	515	23,2%
Google AdWord	386	17,4%
Online and Social Media	343	15,5%
Others	162	7,3%
Blog	134	6,0%
TV, Radio	91	4,1%
Taxi	30	1,4%

Online presence is, as expected, led by the business’s having a web site. Considering that only 13.5% of the businesses have an online store (figure 6: Basic statistics – Online Channels) it is safe to say that most of the website are for basic information only. In third place is the fast growing LinkedIn social network platform for businesses. LinkedIn outranks other social network platforms with 10,8% behind Facebook most likely for the reason that most companies that answered are have a B2B based customer group and LinkedIn is a business oriented site that offers more information and options to promote companies to business professionals. This leaves the Facebook (on second place with only 19% of all companies using it, as the number one social medial. According to the Divia barometer 2014 (Koivosto and Pohto, 2014, Page 5). Some 40% of Finnish companies are using Facebook. This is far more than the result of this research but as mentioned already, this is more focused on B2B companies.

Figure 6: Basic statistics - Online Channels



6.2 Traditional sales methods vs ecommerce

This part of the research concentrates on how the two most popular non-digital sales channels are supported with what type of online presence they use. Companies that have a sales force or a store are compared on how they make use of a digital media. In order to make the data more distinguishable, ecommerce has been chosen as comparison. The reason for choosing ecommerce is, because it is the most common online sales channels and has the longest and most established history.

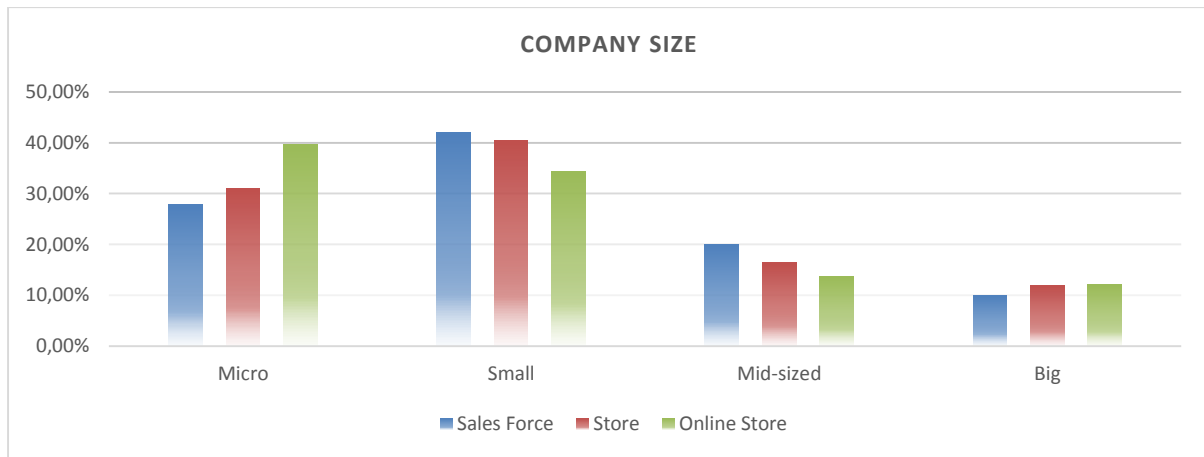
6.2.1 Company size

When comparing company size, small business with 6-50 employees build the biggest group. 42% of all companies that have a sales force, are small companies in comparison to 27.8 % being micro businesses (figure 7: Traditional sales – Company size). That is the highest rate overall.

Equivalent to those results, 40.56% of companies that have a store(s) or shop(s) are small business and 31.11% micro companies.

In comparison, 39.67% of the companies that rely only on online sales, are micro companies, some 5% more than small business being 34.43%.

Figure 7: Traditional sales - Company size



The result also shows, that big companies with more than 250 employees and using ecommerce as a sales channel, have taken over sale force strategies, which is still dominant for mid-sized companies. Reasons are the interested on the global sales that would be easier through ecommerce, depending on the product or service.

What the figure also shows is that sales force strategy is the leading choice for small companies. A closer look reveals, that these companies are with a majority of 42% service provider while in comparison 46.7% of the mid-sized businesses are production companies.

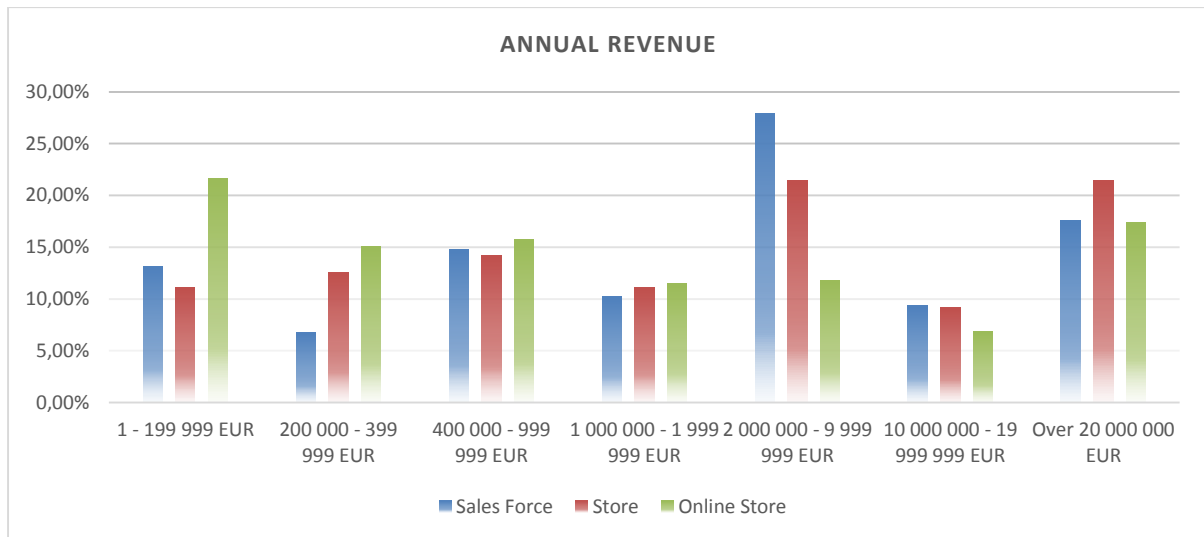
It has to be considered that within the B2B sector, some products and services are not being able to be sold online. Successful mid-sized companies are for example consultant agencies, law-firms, design companies etc.

6.2.2 Annual Revenue

While company size does not directly showed any great differenc, the annual revenue varies much more when comparing the three sales channel approaches.

Sales force are the key sales channel for almost 28% of all companies that have an annual revenue between 2 and 10 million Euro. Online sales cause for almost 22% of sales for companies with less than 200 000 Euros. The highest rate of sales for stores and shops is with companies that have over 20 million in annual revenue being some 21.5%. In comparison, only some 7% of companies that have an annual revenue of 10-20 million Euros are using ecommerce. That is equivalent of more than 70% of small companies, business with less than 50 but more than 6 employees.

Figure 8: Traditional sales - Annual revenue



When examining companies that focus on sales force and have an annual revenue between 2 and 10 million Euros, 26% email marketing to supports their sales tactics but less than 20% of these businesses use some form of social media (Facebook or LinkedIn) to support their sales efforts. The numbers for these companies are a bit higher for the overall figures of companies that use sales forces but not noticeable.

Looking at the graph (figure 8: Traditional sales – Annual revenue), one can see that there are two major categories that are outstanding in overall sales activities: micro business and companies with a revenue of 2-10 million Euros.

Companies with an annual revenue of 2-10 million Euros are with 74% small businesses with 6-50 employees. As the table below (table 3: Sales activities of companies with 2-10 million Euro revenue) shows, traditional sale techniques are dominating with almost 35% of the companies having a sales force, 17.5% relying on phone sales and 15.7% having a store or shop. In contrast, less than 10% of the companies use either online sales or social media to connect to their customers.

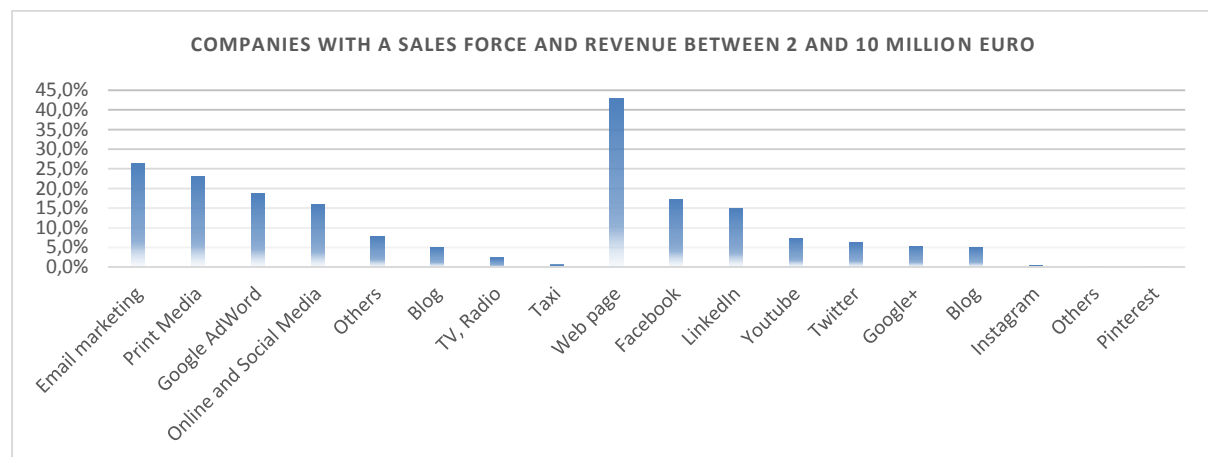
Table 3: Sales activities of companies with 2-10 million Euro revenue

	Responses		Percent of Cases
	N	Percent	
Store	77	15.7%	26,6%
Sales Force	170	34.6%	58,8%
Online Store	46	9.4%	15,9%
Phone Sales	86	17,5%	29,8%
TV-Shop	1	0,2%	0,3%
No Active Sales	50	10,2%	17,3%
Social Media	44	9,0%	15,2%
Others	17	3,5%	5,9%
Total	491	100,0%	169,9%

A closer look at companies of this revenue class and using sales force mainly show that social media activities are far below the average as shown in the basic results graph (figure 5: Basic statistic - Sales channels)

Email marketing however is preferred over print media, which is in contrast the other way round compared to the overall statistics. The numbers however are close since email marketing is used overall by 23.2% and in this category by a bit more than 26% with similar numbers for print media (see table 4: Basic statistics - Advertising Channels).

Figure 9: Traditional sales - Companies with a sales force and revenue between 2 and 10 million Euro



This shows a strong tendency that while traditional sales efforts are dominating, digital methods are used in some ways but not the full potential. In direct comparison almost 10% less companies with a revenue over 10 million Euro, use a sales force but some 5% more use e-commerce.

Table 5: Sales activities of companies with over 10million Euro revenue

	Responses		Percent of Cases
	N	Percent	
Store	40	16,3%	29,4%
Sales Force	62	25,2%	45,6%
Online Store	35	14,2%	25,7%
Phone Sales	47	19,1%	34,6%
No Active Sales	31	12,6%	22,8%
Social Media	22	8,9%	16,2%
Others	9	3,7%	6,6%
Total	246	100,0%	180,9%

6.3 Online marketing vs advertising

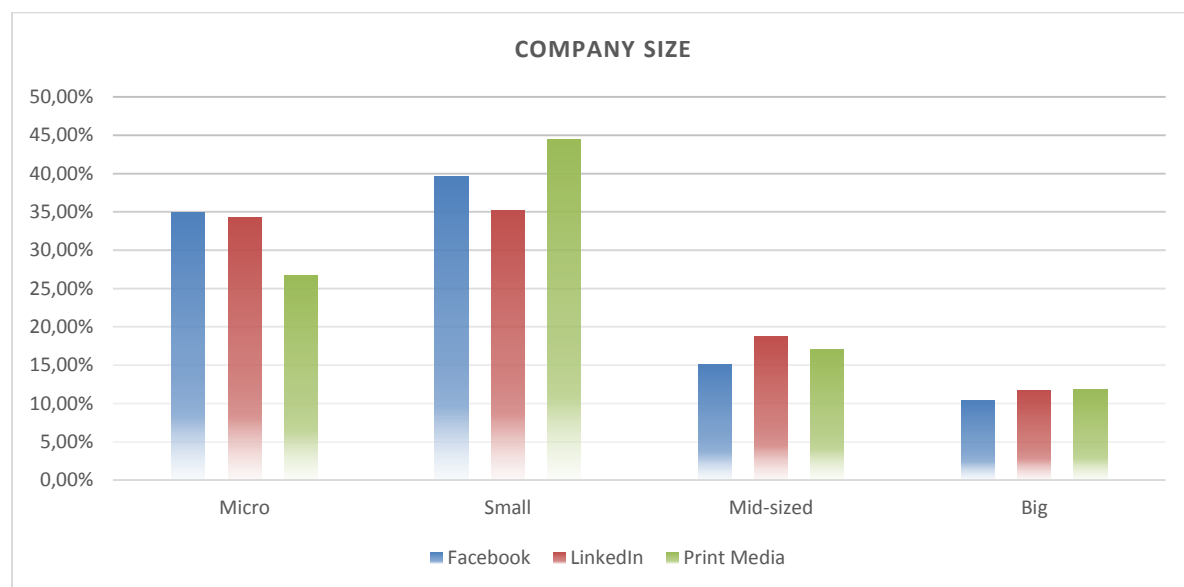
In order to get a clearer picture of how a company size, revenue and digital marketing interact, it is important to look at general digital marketing section independently and from and reversed

angle. Therefore the two major online channels (with exception of web pages) are being compared with the most common non-digital advertisement channel: Facebook, LinkedIn and Print Media respectively.

6.3.1 Company size

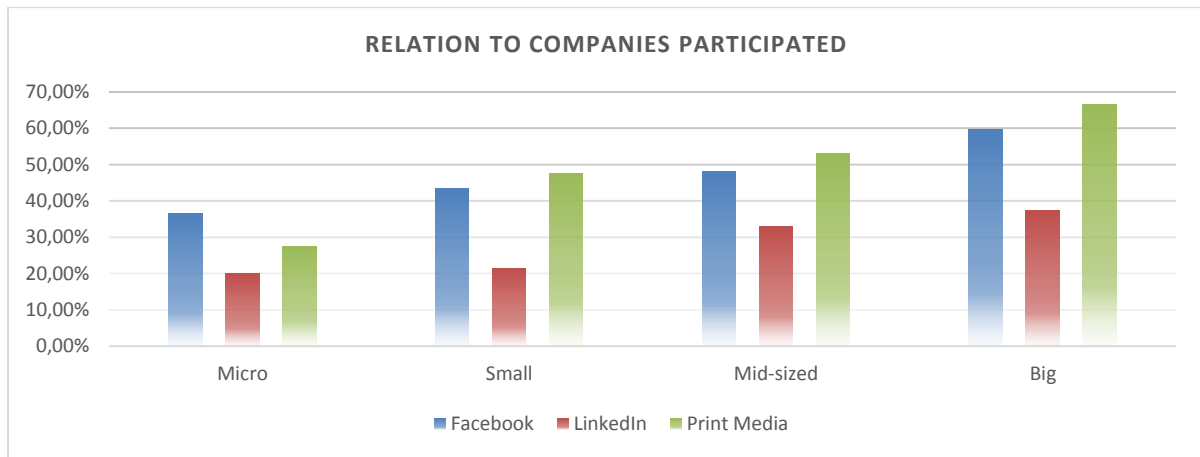
Of all companies that use amongst others Facebook, small companies are represented the most with 39.64% before micro-businesses with 34.91% (figure 10: Company size). Companies with more than 250 employees are only represented with 10.35% and therefore have the lowest participation rate on Facebook. That would be however almost 60% of all big companies compared to 43% of all small businesses.

Figure 10: Company size



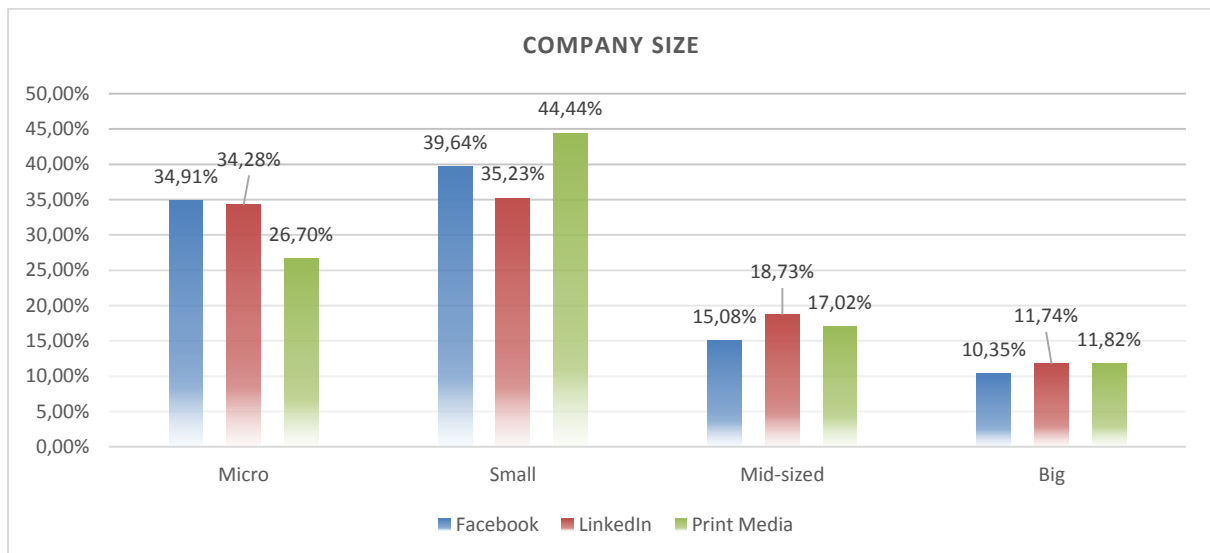
However in relation to overall participation of the survey, the statistics show that while big companies have the lowest representation, their activities are in relation far higher. As can be seen from the figure 11 (figure 11: Online marketing - Relation to companies participated), on the right, almost 67% of all big companies are using Facebook. In direct comparison this shows that the distribution of media form is rather stable, except for micro companies that are using Facebook more than Print Media as where traditional print is still more common for the rest of the businesses. LinkedIn as second largest social platform is still of rather little representation but for micro businesses.

Figure 11: Online marketing - Relation to companies participated



Comparing the usage of media form against one another however, small businesses owners are the most active on all media forms chosen (figure 12: Online marketing – Company size. While print media is the most favourite media form for small businesses, the digital media has taken over for micro and mid-sized business. The results also show that while in the overall comparison as above mentioned, LinkedIn is less favoured for businesses, in direct comparison, LinkedIn is the most used social media platform for mid-sized and large organisations while print media dominates for small businesses.

Figure 12: Online marketing - Company size

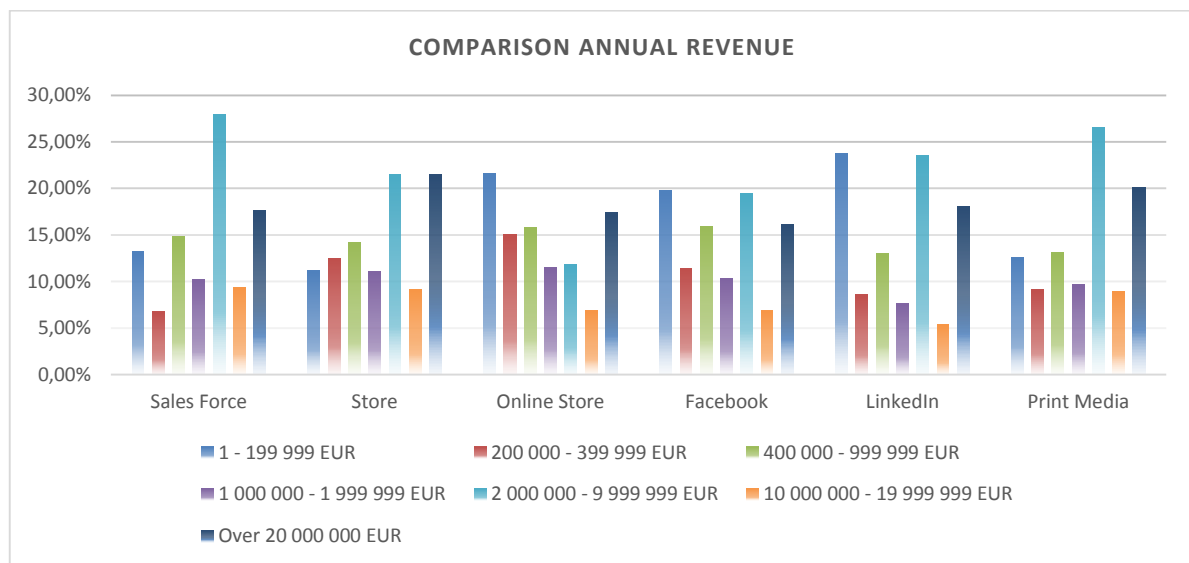


6.3.2 Annual Revenue

Looking at the distribution of how media platforms are effecting annual revenues, the results have a distinctively different outcome than in the previous comparison. Facebook and LinkedIn have the highest rate with about 20% and 24% respectively for companies with an annual revenue of under 200 000 Euros and businesses with an annual revenue between 2 and 10 million

Euros. This supports the theory of micro businesses also being more active in ecommerce using Social Media to support their online activities.

Figure 13: Online marketing - Comparison of annual revenue



The chart above (Figure 13: Online marketing – Comparison of Annual Revenue) visualizes how sales and online activities compare to one another in regard to annual revenue. It shows, that sales force activities for companies with an annual revenue between 2 and 10 million Euro are supported mostly by print media. In respect to the distribution of company size, this makes for almost 2/3 of the small business with 74% before mid-sized businesses with 19.4%. Focus of these companies are with more than 69% on B2B sales and 46.7% are service companies.

In comparison, companies with a revenue below 200 thousand Euro have the highest online activity using ecommerce and social media. That makes almost 95% of micro businesses of which some 79% provide services to their customers. Detailed figures can be found in the comparison table below (table 6: Comparison of media to revenue).

Figure 14: Online marketing - Comparison of company size

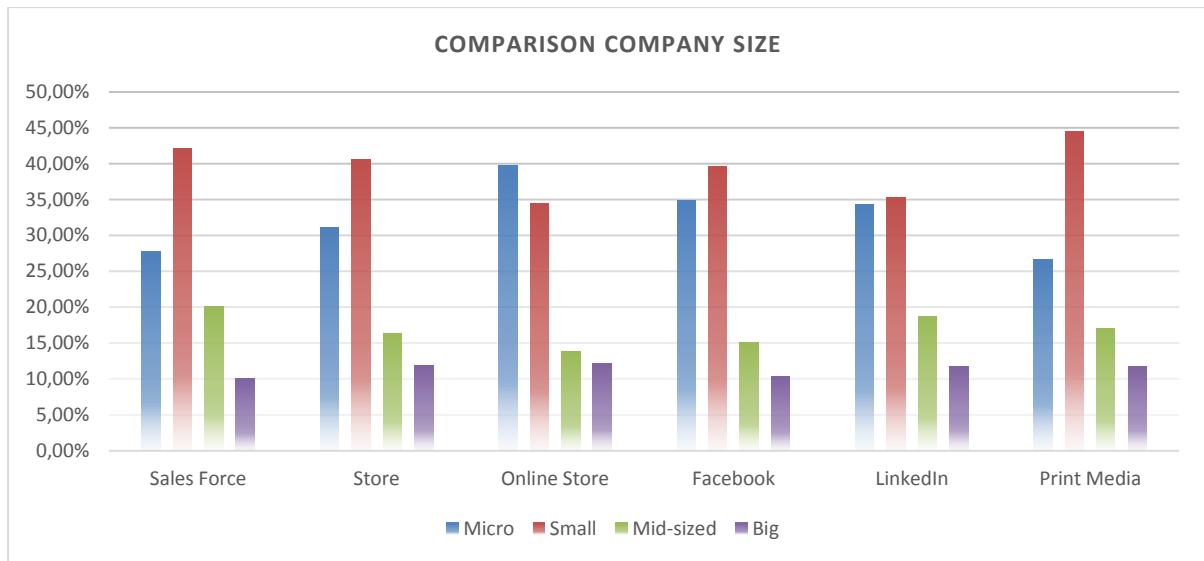


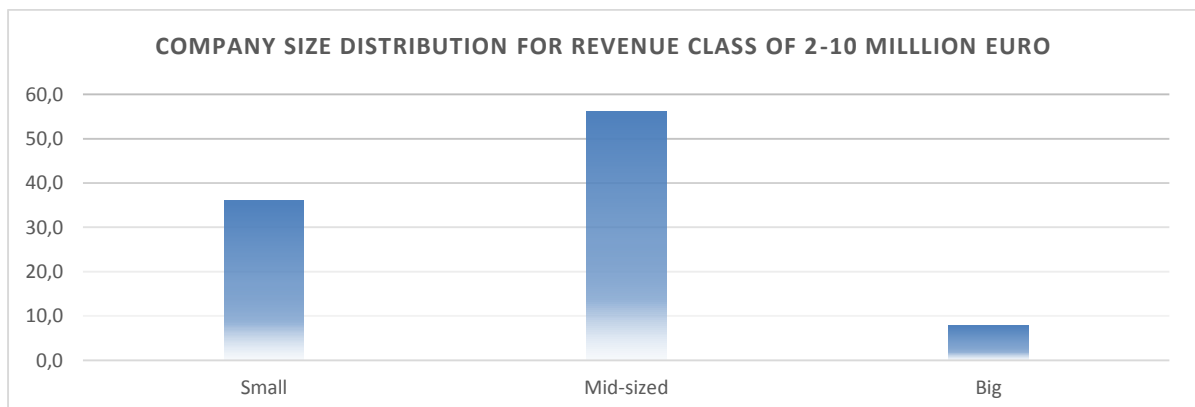
Table 6: Comparison of media to revenue

Company Size	Sales Force	Store	Online Store	Facebook	LinkedIn	Print Media
Micro	27,80 %	31,11 %	39,67 %	34,91 %	34,28 %	26,70 %
Small	42,10 %	40,56 %	34,43 %	39,64 %	35,23 %	44,44 %
Mid-sized	20,07 %	16,39 %	13,77 %	15,08 %	18,73 %	17,02 %
Big	10,03 %	11,94 %	12,13 %	10,35 %	11,74 %	11,82 %

Annual Revenue	Sales Force	Store	Online Store	Facebook	LinkedIn	Print Media
1 - 199 999 EUR	13,16 %	11,14 %	21,64 %	19,82 %	23,80 %	12,54 %
200 000 - 399 999 EUR	6,74 %	12,53 %	15,08 %	11,40 %	8,57 %	9,13 %
400 000 - 999 999 EUR	14,80 %	14,21 %	15,74 %	15,96 %	13,01 %	13,08 %
1 000 000 - 1 999 999 EUR	10,20 %	11,10 %	11,48 %	10,35 %	7,61 %	9,67 %
2 000 000 - 9 999 999 EUR	27,96 %	21,45 %	11,80 %	19,47 %	23,49 %	26,52 %
10 000 000 - 19 999 999 EUR	9,38 %	9,19 %	6,89 %	6,84 %	5,39 %	8,96 %
Over 20 000 000 EUR	17,60 %	21,45 %	17,38 %	16,14 %	18,09 %	20,07 %

As the table above shows, companies with an annual revenue of 2-10 million Euro are more active in using conventional sales and marketing approaches. Since most of those companies belong to small and mid-sized businesses (see figure 15: Company size distribution for revenue class of 2-10 million Euro), it shows also that those businesses are also stronger represented in having a physical store and use print media.

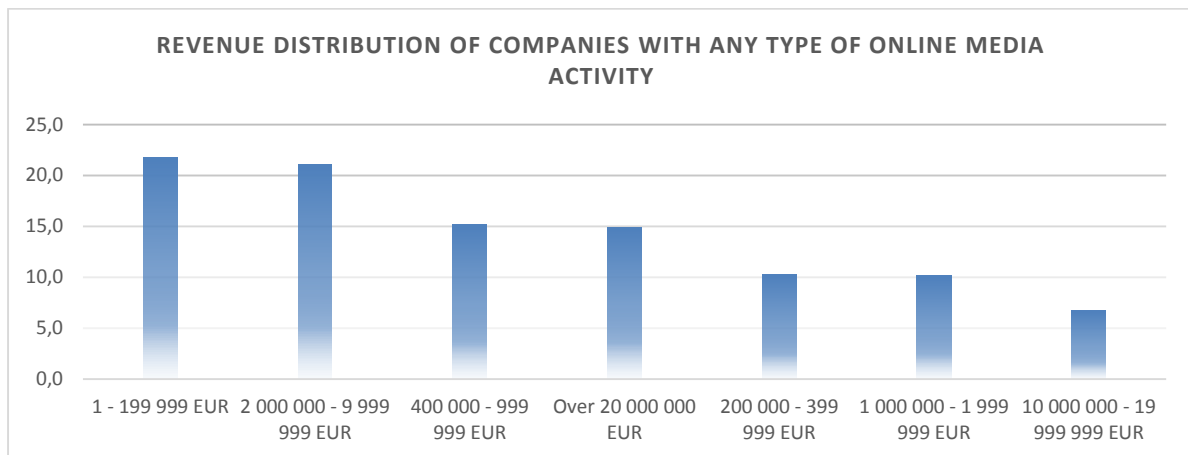
Figure 15: Online marketing - Company size distribution for revenue class of 2-10 million Euro



6.4 Digital media mix

While the above mentioned figures show already tendencies between revenue and media methods, it is important to simplify these numbers to get a better understanding. For that reason the data chosen was to provide verification of the above mentioned information by choosing companies of the sample, that use any form of digital media.

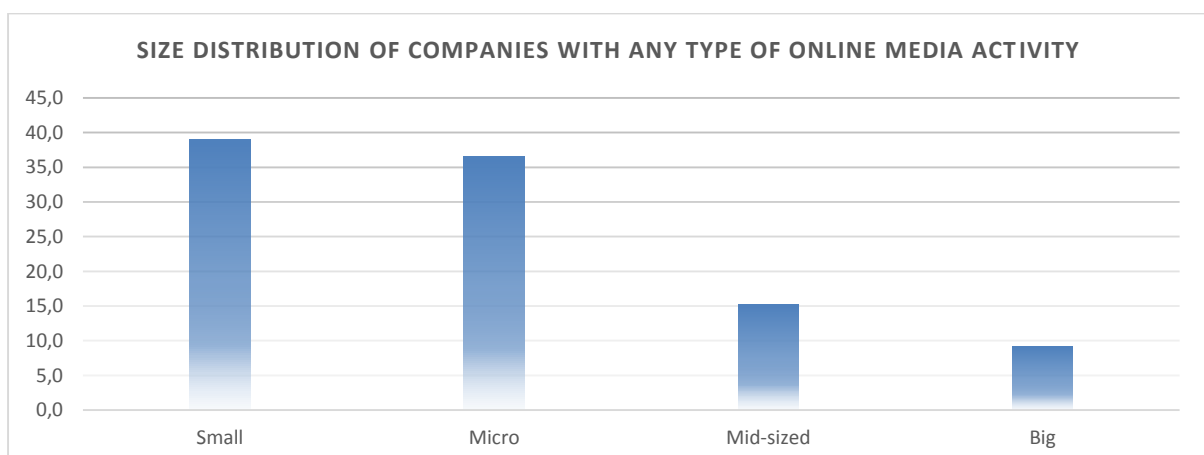
Figure 16: Revenue distribution of companies with any type of online media activity



As the figure above shows (figure 16: Revenue distribution of companies with any type of online media activity), the lowest are companies with a revenue between one and two million and ten and twenty million Euro. Companies with under 200 thousand Euro annual revenue have twice the amount of activities.

To narrow the field more, the leading online companies are small businesses with almost 40% compared to big companies with less than 10% (see figure 17: Size distribution of companies with any type of online activity).

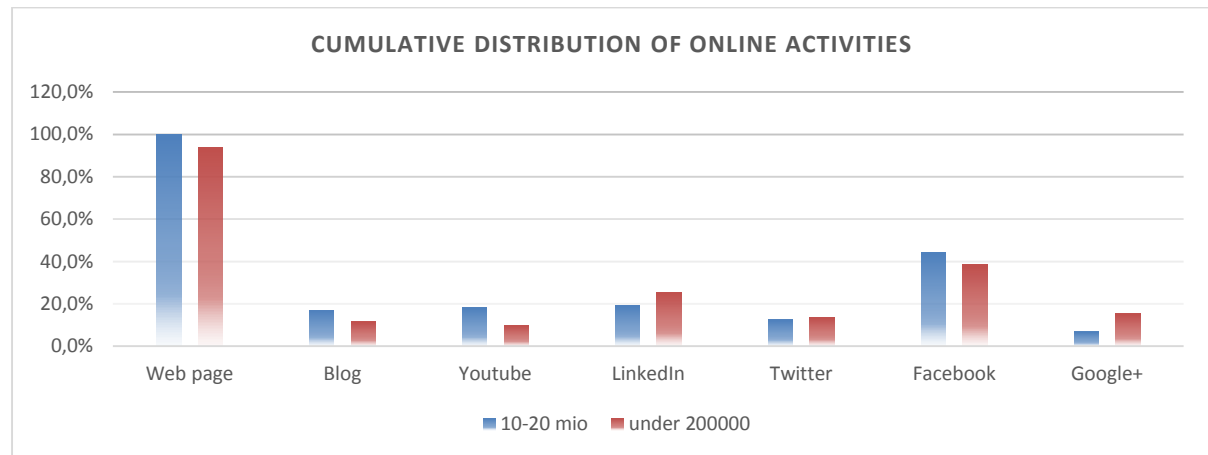
Figure 17: Size distribution of companies with any type of online media activity



This shows that online activities are most attractive to small and micro-companies. Looking at the cumulative data and comparing the most active revenue class with the least active revenue

class, the values don't show that strong differences. In fact the distribution is rather equal for most digital media forms except for LinkedIn and Google+. This result is therefore not as reliable since the amount of participant differ or 89 companies having revenue of 2-10 million Euro and 309 companies for the revenue class of under 200 000 Euro (figure 18: Cumulative distribution of online activities)

Figure 18: Cumulative distribution of online activities



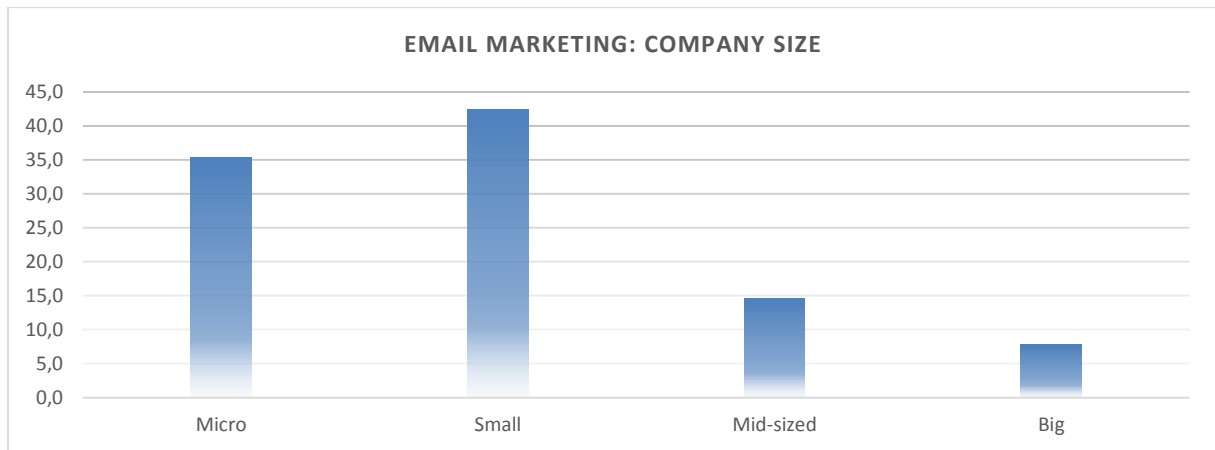
6.5 Email marketing

Email marketing is a rather common digital media for promotion and advertisement purposes. It has been making its way in many ways into all marketing forms and has moved from traditional spam to a powerful tool to promote and inform customers, activate and invite readers in various ways.

With the strong growth of social platforms and the innovation in mobile technology, email marketing was re-invented. While the typical spread 'n spray method does not bring anymore the success as in previous years due to technical advancements in detection as well as changes in legislation, it is still having its place and purpose if done right.

Direct email marketing to a focus group is mostly considered as potential or existing customers. For this reason it is important to look at the uses of email marketing closer. After all, over 45% of companies are using email marketing strategies in one way or another.

Figure 19: Email marketing - company size



The research shows that of all companies that use email marketing either as only or in combination with any other digital media. Small businesses are the highest group with more than 40% compare to mid-sized companies with less than 15%.

Figure 20: Email marketing - Business type

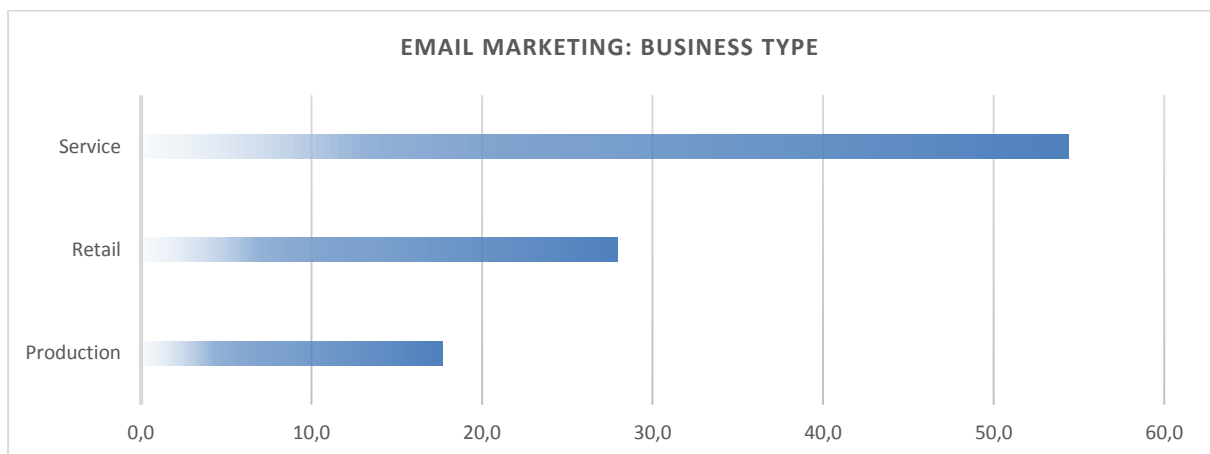


Figure 21: Email marketing - Revenue distribution

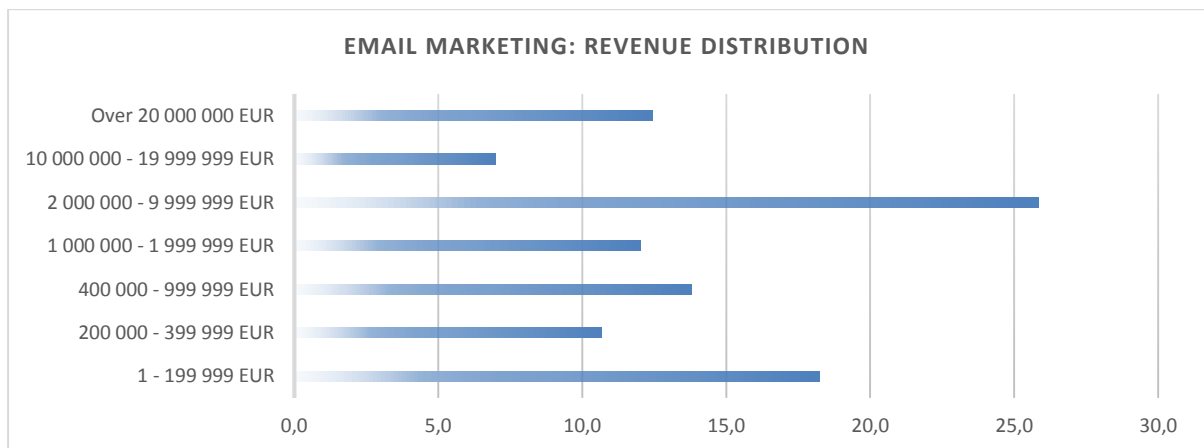


Figure 22: Email marketing - Online distribution



More than 50% are service companies (figure 20: Email marketing: Business type) and less than 20% are production companies. Also the numbers show that those companies using email marketing the most, are having an annual revenue between two and ten million Euro with more than 25% before companies below 200 thousand Euro of revenue (figure 21: Email marketing: revenue distribution).

Overall companies that use email marketing are also most involved with social media such as Facebook and LinkedIn but also Twitter being of importance (figure 22: Email marketing: Online distribution)

As already mentioned earlier, the revenue class of 2-10 million Euro is having the highest rate of email marketing despite being the most conservative group in sales and other marketing methods. Figure 21: Email marketing - Revenue distribution shows this clearly with a 7% higher user rate over micro companies.

7 RESULTS

Since none of the previous researches (see for example Dimark and Divia) did research the relation between digital media activity and company size, revenue and online presence, most of the assumptions are based on experience and through discussions with entrepreneurs and decision makers.

While the micro businesses with less than 6 employees are represented the most in this research the relation to information on how business sizes are distributed based on size, in Finland meet one another. The same applies for the distribution of business revenues with micro businesses dominating over small and mid-sized companies.

Taking in consideration various approaches, the research shows that traditional sales and marketing strategies, with a sales force and print media to support are having a strong place in small and mid-sized businesses while micro-companies and big organisation with more than 250 employees are already shifting to digital sales method such as ecommerce. At this moment most variations are co-existing well. Most companies, but micro-companies, are already looking more for cost effective sales and marketing approaches.

Since the majority of the businesses that participated in this study are providing services, it is natural that not all expertise and know-how can be moved into digital form, but demands direct customer contacts and personal sales efforts. Companies with a higher revenue are in advantages and can cover the investments for digital systems that enable moving existing customer accounts to a digital platform. This saves costs on the long run and provides faster service and quicker customer activation.

While companies with a revenue under 1 million Euro are already more making use of ecommerce, companies with a revenue of 2-10 million Euro are still strong on traditional sales and marketing methods.

This shows that the mid-sized business sector is still behind implementing digital strategies. Small and micro businesses are far more active on social platforms. While in relation mid-sized companies rely more on the business platform LinkedIn, micro and small businesses rely slightly more on Facebook.

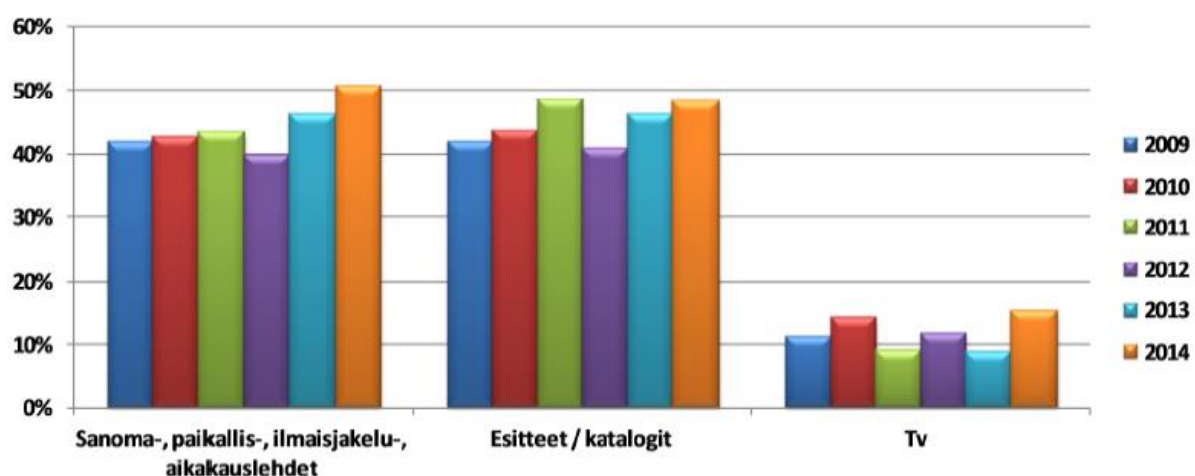
All of the companies however have not completely abandoned print media in one form or another, which is an indicator that it is, while on the decline, still a valid.

In order to understand these results, it is also important to look behind the numbers only and consider non-measurable elements such as personality of the individual, the Finnish society as

a whole, and its business structures. Another factor are geographic issues that have to be taken into account. This does not mean that Finnish companies are left behind the forest and self-containing. On the contrary, most small and mid-sized organisations have a modern approach R&D and production. Also opening new markets and going global are welcome but a great deal of business are still family owned and run. As already mentioned, digital marketing approaches are not as easy to measure and more importantly translated into sales figures. The more complex varieties and terminology, that very rarely can be translated into Finnish language, cause a barrier for entrepreneurs and risk taking is minimalized. In many companies, even in mid-sized companies, investment decisions that not directly connected to obvious accounts such as production, can be difficult to justify. A paper brochure is still a physical object that can be touched and have a more emotional impact on the receiver. While the effectiveness of paper catalogues and brochures is declining, it is still for many businesses the centre of sales approaches. For example AJ-tuote, Hexaplan and Gerdmans are amongst the top B2B wholeseller that also have an online catalogue ecommerce implemented, yet they spent annually a substantial amount of money in producing, printing and shipping thousands of catalogues to potential customers. The same applies for the yellow phone book and traditional phone book that is printed annually and distributed to every household in Finland.

However, the trend towards digital media is obvious and the pressure for print media is increasing.

Figure 23: Decline of print media towards digital media



The figure above (figure 23: Decline of print media towards digital media) is from the Divia 2014 record (Koivosto and Pohto, 2014) and shows how various traditional media sectors seem to be taken over by digital media. Since 2012 there has been a steady growth in print media being more under pressure compared to TV media. Reason therefor is that TV has also changed its form and availability and can be implemented in digital media, where print media is failing.

Digital media therefore has to find its way also to those companies that seem to have the biggest problem in the integration of digital media alongside traditional media: mid-sized companies with an annual revenue of 2-10 million Euro.

8 DISCUSSION

Micro and small businesses are the once that implement new technology rather quick compared with larger organizations. The advantages is flexibility within the organization. To react to changes and developments while also being able to try new approaches. In the event, a project does not turn out to be successful, the loss often is manageable whereas larger cooperation need to budget, plan, strategize and implement new concept, which is costly, especially in labor costs.

The following questions have been addressed in this research:

What type of business makes the most use of digital media strategies and which type of company has the least digital media presence.

The highest rate of using digital marketing through digital media and online media are micro- and small companies that offer services to B2B customers and with an annual revenue of less than 500 000 Eur. Those companies have the highest overall participation and also make more use of ecommerce as a sales channel.

Companies with an annual revenue between 10 and 20 million Euro are the least active ones with using digital media and marketing. Their focus is more on traditional sales methods. Companies that have a revenue of 2-10 million Euro are equally using traditional non-digital methods alongside digital ones, with the exception of ecommerce.

How do digital media and marketing strategies compete or support traditional sales efforts?

There is no direct competition between both marketing methods. Ideal would be that they support one another which works best in companies that have a revenue between 400 thousand and 1 million Euro. They belong to the core SME sector with less than 50 employees. Company that have a traditionally a big sales force usually are not being supported by ecommerce. The reason for that is rather simple: since most sales people are paid either by commission or a mix of basic income plus commission, ecommerce threatens that structure. For that reason some companies have decided not to use ecommerce or other electronic ordering system for their customers. This does however not necessary apply, if the company has export sales but this research did not cover possible export or international trade in general.

Why are small business more successful in using digital media?

In contrary to the assumption that small and micro businesses are less successful in using digital media, the research proves just otherwise. One of the main reasons being rather simple and logic: small companies can compensate time for labor differently than bigger corporations.

Flexibility and a different performance evaluation make it possible to give talents the space and opportunities to try and implement online strategies. There is not the need for a stronger hierarchical structure within the organization and therefore smaller businesses have not the same financial risks. Also smaller businesses do not need to invest in terms of project but can finance certain aspect of their digital marketing strategy as they see fit.

While larger organizations are naturally able to invest in bigger and complex the change and implementation is far more risky, time and money consuming. As already mentioned above, major whole seller still keep expensive print media parallel to ecommerce. The trust into the new media, technology and customer behavior has not developed and by still providing print material these businesses signal also to the customer these doubts. The argument as to serving the customer in more various ways are not supported.

For consumer apply different rules and print media has a more important role as stated by a Kurt Salmon study (Is the catalogue dead, 2013):

Some 58% of online shoppers say they browse catalogues for ideas, and 31% have a retailer's catalogue with them when they make a purchase online.

Women ages 18 to 30 are especially motivated by catalogues, claiming that they enhance their impression of a retailer. More importantly, 45% say catalogues stimulate their interest in a retailer's products, and a whopping 86% have bought an item after first seeing it in a catalogue.

The B2B sector however has a different decision making process and that process can be supported electronically or with the help of a sales force. While the B2B sales does not yet appear to have an impact in using Social media as sales point, B2C show strong trend with advertisers being able to narrow the customer groups according to variables that seem fit.

9 CONCLUSION

Being online and mobile is not just a trend but a must, in order to be able to withstand the growing pressure of the competition. The research presented here gives an insight to what kind of companies are struggling with getting into digital marketing.

It is suggested to continue the study and focus on why these companies are having problems to build a cross-platform online strategy. The results should make it easier for entrepreneurs to clarify their own understanding of the problem and find solutions that can be done with minimum budget and labour. The research will in the end be a tool for entrepreneurs to get some understanding of the basics and build their own strategy to promote their company and products using a sustainable digital marketing mix. In practical terms, the research will provide information on what a digital medial mix can consist off, and how it will affect the business. Based on his field of business an entrepreneur can compare the common methods and build a picture of the company's possibilities.

There are businesses that are not designed to sell online and where a digital marketing strategy would not be of interest, especially when talking about very specific businesses or companies that are geographically focused on one area only. However, most service and producing companies need to keep up with the competition. The continuance of the study would focus on getting more information on online activities, regular updates, used tools or services, investments and budget. Focusing more on content oriented issues, the research should provide information on customer activation, customer funnel and the relation between ecommerce simultaneously to traditional sales efforts.

The proposed research would give an insight to the problems on building online strategies. This can be achieved through a series of quantitative questions as for example:

- how many people are actively involved in digital marketing
- how frequently is an information updated
- what is the focus on (social media, content, email etc.)
- how is the company's management involved
- monthly budget

Combined with quantitative results, the research tries to expose the areas that need more development and the right toolset can be developed considering revenue, sales, budget and personnel capacity.

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APPENDICES:

APENDIX 1: ORIGINAL QUESTIONAIR

Yrityksen perustiedot

Yrityksen kokoluokka *

- ☐ Mikroyritys: Henkilöstö 1-5
- ☐ Pieni yritys: Henkilöstö 6-50
- ☐ Keskisuuri yritys: Henkilöstö 51-250
- ☐ Suuri yritys: Henkilöstö yli 250

Toimiala *

Toimialan mukaan toimialat jaettu seuraaviin luokkiin:

- ☐ Tuotanto
- ☐ Kauppa
- ☐ Palvelut

Liikevaihdon suuruusluokitus *

- ☐ 1 - 199 999 EUR
- ☐ 200 000 - 399 999 EUR
- ☐ 400 000 - 999 999 EUR
- ☐ 1 000 000 - 1 999 999 EUR
- ☐ 1 000 000 - 9 999 999 EUR
- ☐ 10 000 000 - 19 999 999 EUR
- ☐ Yli 20 000 000 EUR

Vuositasoinen Markkinointibudjetti

Asiakaskunta *

Mikä on suurin asiakaskunta? Jos satunnaisesti myydään toiselle asiakaskunnalle, sitä ei lasketaan.

- ☐ Yritykset (B2B)
- ☐ Kuluttajat (B2C)
- ☐ Yritykset ja Kuluttajat

Myynti ja markkinointi

Millä tavoin yrityksesi myy tuotteitanne.

Myyntikanavat *

- ☐ Liike
- ☐ Myyntiedustaja
- ☐ Verkkokauppa
- ☐ Puhelinmyynti
- ☐ TV-shop
- ☐ Ei ole aktiivista myyntiä
- ☐ Sosiaalinen media (Facebook ym)
- ☐ Other:

Markkinointi ja mainos *

- ☐ Sanomalehti
- ☐ Taksimainos
- ☐ Verkkomainos (Bannerimainos)
- ☐ Google Mainos (Adsense)
- ☐ Sähköpostimainos
- ☐ TV-Mainos
- ☐ Blogi
- ☐ Other:

Yrityksesi verkossa *

Miten sinun yrityksesi on löydettävissä internetissä?

- ☐ Verkkosivut
- ☐ Blogi
- ☐ Youtube kanava
- ☐ LinkedIn
- ☐ Twitter
- ☐ Facebook
- ☐ Google+
- ☐ Other:

APPENDIX 2: INVITATION TO SURVEY (EMAIL INVITATION)

Hei

Olen opiskelija Helsingin Arcada AMK ja suoritan BBA tutkinnon lopputyötä. Tämän tutkimuksen tarkoitus on selvittää, miten suomalaiset yritykset ovat edustettuina digitaalisessa verkossa. Sen perusteella on tarkoitus kehittää selkeät opastukset ja ohjeet, miten yritykset voivat parantaa omaa kilpailukykyään digitaalisessa verkossa.

[Tutkimukseen](#) vastaaminen on selkeää ja kestää noin 5 minuuttia. Se on täysin anonyymi. Mikäli haluatte tutkimuksen tulokset, pyydän teitä lähettämään pyynnön sähköpostitse. [Tutkimus](#) julkaistaan viimeistään loppuvuodesta.

[Kyselylomakkeeseen pääset klikkaamalla tästä!](#) (Google forms)

tai kopiomalla tämä linkki:

https://docs.google.com/forms/d/1k_r1xGYRI4bWSpAuhoDjwBYC4GmyMcr2-ackjFle-MoE/viewform?usp=send_form

Kiitos osallistumisesta!

Ystävällisin terveisin

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